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AUDITOR-CONTROLLER

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February 22, 2007

TO: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley *tm*
Auditor-Controller

SUBJECT: **GROUP HOME PROGRAM MONITORING REPORT – PACIFIC LODGE
YOUTH SERVICES - PACIFIC LODGE BOYS' HOME GROUP HOME**

We have completed a review of Pacific Lodge Boys' Home Group Home (Group Home or Agency) operated by Pacific Lodge Youth Services. The Group Home contracts with the Department of Children and Family Services (DCFS) and the Probation Department (Probation).

Pacific Lodge Boys' Home is a 64-bed facility, which provides care for boys ages 13-17 years who exhibit behavioral, social, and emotional difficulties. At the time of the monitoring visit, Pacific Lodge Boys' Home was providing services for fifty Probation children, two Kern County children, two Santa Barbara County children, two San Francisco County children, one Inyo County child, one Sacramento County child, one San Bernardino County child, and one Ventura County child.

Pacific Lodge Boys' Home is located in the Third District.

Scope of Review

The purpose of the review is to determine whether the Agency is providing the services as outlined in their Program Statement. Additionally, the review covers basic child safety and licensing issues and includes an evaluation of the Agency's Program Statement, internal policies and procedures, child case records, a facility inspection, and interviews with children placed in the Group Home at the time of the review.

"To Enrich Lives Through Effective and Caring Service"

Interviews with children are designed to obtain their perspectives on the program services provided by the Agency and to ensure adherence to the Foster Youth Bill of Rights.

Summary of Findings

Generally, the Agency is providing the services as outlined in their Program Statement. The Agency needs to address several deficient areas.

Throughout all cottages, Pacific Lodge Boys' Home needs to clean the common areas, kitchens and bathrooms; repair or replace kitchen countertops, furniture, and bathroom fixtures; repair a leak in one of the bathrooms; and complete the painting in the bedrooms. In addition, the Group Home needs to include the treatment team and the child in the development and implementation of the Needs and Services Plans, maintain current and comprehensive Needs and Services Plans that include short and long term goals, provide children with opportunities to participate in emancipation and vocational training programs, and encourage and assist children in creating and maintaining photo albums/life books.

Attached is a detailed report of the review.

Review of Report

We discussed our report with the Agency's management. In response to the recommendations made in the report, the Agency's management completed a corrective action plan (attached) which we approved. We thank the management and staff for their cooperation during our review.

If you have any questions, please contact me or have your staff contact Mike Pirolo at (626) 293-1110.

JTM:MP:CC:gfw

http://auditor.co.la.ca.us/group_home.asp

Attachments

c: David E. Janssen, Chief Administrative Officer
Patricia S. Ploehn, Director, DCFS
Robert B. Taylor, Chief Probation Officer
Lisa Alegria, Executive Director, Pacific Lodge Youth Services
Public Information Office
Audit Committee

**Pacific Lodge Youth Services
Pacific Lodge Boys' Home
4900 Serrania Avenue
Woodland Hills, California 91364
Phone: (818) 347-1577
License Number: 191201989
Rate Classification Level: 12**

I. Facility and Environment

Method of assessment – Observation

Comments:

Pacific Lodge Boys' Group Home is a large campus located in a residential area. The living quarters are divided into five cottages. The exterior of the buildings and the grounds are adequately maintained.

The common quarters of the Group Home are neat, and the Group Home provides a home-like environment. However, the cottages are not well maintained. In all five cottages the carpeting in the common areas is dirty, and the bathroom floors, showers, and toilets are damaged and dirty. In Bekins, Niemeyer, Sauble and Clark cottages, the kitchen cabinets, floors, and counters are damaged and dirty. Additionally, in Niemeyer, Emancipation and Clark cottages, the sofas and chairs are damaged and dirty. Also, in Niemeyer cottage, the shower curtains have rust stains; in Sauble cottage, the stovetop is dirty; and in Clark cottage, the bathroom stall doors are broken. In the Intake office, there is a water leak behind the toilet and the walls are dirty.

The rooms are orderly and have age-appropriate personalized decorations. There is adequate lighting and storage space. Window coverings and window screens are in good repair. The mattresses are comfortable, and the beds all have a full complement of linens. Children's sleeping arrangements are appropriate. However, the children's bedrooms are not well maintained. In Bekins, Niemeyer and Clark cottages, several desks are worn or broken, and a dresser is damaged in Clark cottage. Additionally, in Bekins and Niemeyer cottages, paint is peeling off the walls and closets, and the walls have unfinished paint in Niemeyer cottage.

The Group Home maintains age appropriate and accessible recreational equipment. There are also board games, a TV, and a DVD player. Books and resource materials, including a computer with a variety of programs, are also available.

The Group Home maintains a sufficient supply of perishable and non perishable foods.

Recommendations

1. Pacific Lodge Youth Services management:

- a. Clean the common areas, kitchens, and bathrooms, including the furniture, fixtures, carpet, floors, and walls throughout the cottages.
- b. Repair floors, showers, and toilets throughout the cottages.
- c. Repair kitchen cabinets and countertops in Bekins, Niemeyer, Sauble, and Clark cottages.
- d. Repair or replace the sofas and chairs in Niemeyer, Emancipation, and Clark cottages.
- e. Replace the stained shower curtains in Niemeyer cottage.
- f. Repair the water leak and clean the wall in the Intake office.
- g. Paint the walls and closets in the children's bedrooms.
- h. Repair or replace the dressers and desks in the children's bedrooms.

II. Program Services

Method of assessment – Review of relevant documents and interviews

Sample size for interviews: Five

Comments:

Children meet the Group Home's population criteria as outlined in their Program Statement. Children are assessed for needed services within thirty days of placement.

The treatment team and input from the child are not included in the development or implementation of the Needs and Services Plans (NSPs). The NSPs are not current for three of the children. The NSPs are not comprehensive and do not include short and long term goals.

Case files reflect adequate documentation to show that children are receiving treatment services.

Recommendations

2. Pacific Lodge Youth Services management:

- a. Include the treatment team and input from the child in the development and implementation of the NSPs.
- b. Maintain current NSPs for all children.

- c. Maintain comprehensive NSPs that are specific, attainable, realistic, time limited, and include short and long term goals.

III. Educational and Emancipation Services

Method of assessment – Review of relevant documents and interviews

Sample size for interviews: Five

Comments:

Children are attending school. Children are provided with educational support and resources to meet their educational needs and are progressing satisfactorily in school. The Group Home's program includes the development of children's daily living, self-help, and survival skills.

Children are not provided with opportunities to participate in emancipation and vocational programs as appropriate.

Recommendation

3. Pacific Lodge Youth Services management provide all age-appropriate children with opportunities to participate in emancipation and vocational programs.

IV. Recreation and Activities

Method of assessment – Review of relevant documents and interviews

Sample size for interviews: Five

Comments:

The Group Home provides children with sufficient recreational activities and leisure time. Children are provided with opportunities to participate in planning activities.

Children participate in extra-curricular, enrichment, and social activities in which they have an interest.

The Group Home provides transportation to and from the activities.

Recommendations

There are no recommendations for this section.

V. Psychotropic Medication

Method of assessment – Review of relevant documents

Comments:

Children have current court authorizations for psychotropic medication. Documentation confirms that children are routinely seen by the prescribing psychiatrist.

Children are informed about their psychotropic medication and are aware of their right to refuse medication.

Medication distribution logs are properly maintained.

Children are aware of their right to refuse medication.

Recommendations

There are no recommendations for this section.

VI. Personal Rights

Method of assessment –Interviews with children

Sample size for interviews: Five

Comments:

Children are informed about the Group Home's policies and procedures. Children report that they feel safe in the Group Home and are provided with appropriate staff supervision. Children express satisfaction with the quality of their interactions with staff and report that staff treats them with respect and dignity.

Children report that they are assigned chores that are reasonable and not too demanding. Children are able to make and receive personal telephone calls, send and receive unopened mail, and have private visitors. Children are able to attend religious services of their choice.

Children report that the discipline policies are consistently enforced and that there are fair and appropriate consequences for inappropriate behavior.

Children report satisfaction with meals and snacks.

Children receive voluntary medical, dental, and psychiatric care.

Recommendations

There are no recommendations for this section.

VII. Clothing and Allowance

Method of assessment – Review of relevant documents and interviews

Sample size for interviews: Five

Comments:

The Group Home provides appropriate clothing, items of necessity, and the required \$50 monthly clothing allowance to children. Children are provided with opportunities to select their own clothes. Clothing provided to children is of good quality and of sufficient quantity.

The Group Home provides children with the required minimum weekly allowance. Children spend their allowances as they choose.

The Group Home provides children with adequate personal care items.

Children are not encouraged or assisted in creating and maintaining photo albums/life books.

Recommendation

- 4. Pacific Lodge Youth Services management encourage and assist children in creating and maintaining photo albums/life books.**



June 29, 2006

Candace Rhue, Group Home Audit Supervisor
Department of Auditor-Controller, Kenneth Han Hall of Administration
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Dear Ms. Rhue,

Thank you for taking my phone call and assisting us with the format of the Corrective Action Plan (CAP). Below, we have detailed a CAP for each of the four recommendations listed in the Auditor-Controller's 2006 audit report. Each item addresses implementation or anticipated implementation along with monitoring and oversight measures to ensure that corrective action is maintained.

Facility and Environment:

To ensure the recommendations noted in the Facility and Environment section of this report do not occur again, Pacific Lodge's Director of Operations will conduct weekly cottage inspections that will result in detailed reports. These reports will be reviewed monthly in program management and senior management meetings, whereby compliance issues are addressed. These reports will also be addressed directly with the Cottage Supervisors by the Director of Residential who is responsible for assuring staff compliance with Cottage cleanliness and safety. When an item is noted during the weekly inspection it will be assessed for safety and prioritized on a maintenance work schedule. Maintenance work schedules are reviewed and prioritized in supervision with the CEO. The repair will then be assigned by the Operations Director and communicated to the Cottage Supervisor. The Director of Residential expects and trains Cottage Supervisors and their staff to have a keen eye for safety and cleanliness and to immediately report needed repair of any damage. All renovations including the current kitchen project, the bathroom facilities and painting is included in the progress reports presented to the Pacific Lodge Board of Directors to guarantee completion. Pacific Lodge Youth Services is committed to upgrading our facility and maintaining its safety and cleanliness for our clients. All Cottages kitchen and bathroom renovations have architectural plans completed and permits have been approved. A licensed contractor has been secured and projected timelines are in place. The only barrier to implementation is securing the remainder of funding for the project.

1. Pacific Lodge Youth Services management:

a. Clean the carpet in the common areas in all the cottages.

The carpets in the common areas of all cottages were thoroughly vacuumed within a week after receiving the Audit report. The "go forward" cleaning schedule for the carpets in all cottages will occur once every two weeks, monitored by an initiated "checklist". Carpet stains are to be reported to housekeeping by the cottage supervisor and housekeeping will treat the stains in a timely manner.

The annual professional carpet cleaning service is scheduled for each cottage following the completion of the Cottage kitchen renovations, expected to be completed by Fall 2006. As funding permits we will consider replacing the carpets in the common areas with a more durable floor product.

b. Repair and clean the bathroom floors, shower, and toilets in all the cottages.

An immediate and thorough cleaning of the bathroom floors, showers and toilets in all cottages was performed within a week of receiving the Audit report. The cottage bathrooms are targeted for extensive renovation as funding becomes available.

c. Repair and clean the kitchen cabinets, floors and counters in the Bekins, Neimeyer, Sauble and Clark cottages.

The kitchen renovations commenced on June 22, 2006. The kitchen renovations include new cabinets, floors, and counters; in addition to other upgrades such as appliances, sinks and painting. The kitchen renovations are scheduled cottage by cottage in the following order, Neimeyer, Bekins and Clark. Sauble Cottage is in the process of having a new tile floor installed which is expected to be completed by July 15th.

- d. *Repair or replace the sofas and chairs in the Neimeyer, Emancipation, and Clark cottages.*
Pacific Lodge will replace the sofas and chairs in Neimeyer, Emancipation and Clark cottages by end of summer 2006. We have made formal requests for the monies to replace furniture in the seating areas in these Cottages. In the meantime, Supervisors are to request repair or removal of any damaged furniture.
- e. *Replace the stained shower curtains in the Neimeyer cottage.*
The stained shower curtains in Neimeyer Cottage were replaced within a week of receiving the Auditor's report. Cottage Supervisors are reminded in supervision with the Director of Residential that cottage bathroom cleanliness and safety is a high priority and items must be noted for repair, cleaning or replacing.
- f. *Repair or replace the bathroom stall doors in the Clark cottage.*
The bathroom stall doors in Clark Cottage were repaired within days after the Auditor toured the facility. These items are now reported in the weekly inspections.
- g. *Repair the water leak and clean the wall in the Intake office.*
We inspected, repaired and cleaned the wall in the Intake office just after receipt of the Auditor's report. Fortunately, there was not a water leak just a dirty wall. The cottage staff in that office has been asked to report any safety, damage or cleanliness items to housekeeping/maintenance.
- h. *Paint the walls and closets in the children's bedrooms.*
All Cottages are scheduled for complete interior painting, to include the walls and closets as noted in the Auditor's report. The interior painting project will follow the kitchen renovations which are to be completed in Fall 2006.
- i. *Repair or replace the dressers and desks in the children's bedrooms.*
The damaged dressers or desks that are not repairable or are safety concerns have been removed from the Cottages immediately following receipt of the Auditor's report. We have identified the furniture to be replaced immediately. Any items that can be repaired have been scheduled for repair by maintenance. Pacific Lodge is seeking donated funds to replace the dressers and desks in the bedrooms of all Cottages. It is our goal to begin replacing older items with new furniture and repairing furniture that is maintainable until it can be replaced. The replacement of furniture is scheduled after the renovations and painting of the cottages which we anticipate to be Fall and Winter of 2006.

Program Services

2. **Pacific Lodge Youth Services management:**
 - a. *Include the treatment team and input from the child in the development and implementation of the NSPs.*
Management will ensure that the treatment team and the client will be included as part of the development and implementation of the Needs and Services Plan (NSP). In May 2006, we participated in the County's summit "Building Better Bridges" where the importance and utilization of NSPs in residential facilities was the main topic. In June 2006 our senior managers developed a sequence of steps that will ensure the full integration of the NSP into our treatment review and will include the client along with all members of the treatment team in the process.

Currently, within the first 30 days of admission a NSP is generated for a client and reviewed each quarter thereafter. However, beginning July 2006, Pacific Lodge will implement a process that includes a team case conference coordinated by the client's Case Manager whereby the entire team will participate in the NSP. The case conference will include members of the Treatment Team such as, the Psychiatrist, Clinical Supervisor, Therapist, Cottage Supervisor, Probation Officer, if available, the Parent and the Client. All members of the team will have input assessing the client's strengths, evaluating progress, targeting areas for growth and identifying goals for the client's success. It will be mandatory that the Client have the opportunity to be part of the case conference and participate in the design and evaluation of his goals on the NSP.

To ensure the case conference process is ongoing an NSP status list will be generated. This list will provide the due date for the NSP by client name, Cottage, Case Manager and Therapist. The NSP status list will be circulated for the purposes of accountability and management of the process and reviewed in program management meetings once a month and in supervision meeting with the Clinical Supervisor and the Therapists and the Director of Admissions and the Case Managers.

- b. *Maintain current, comprehensive NSPs that are specific, attainable, realistic, time limited, and include short and long term goals.*

Management will ensure that Pacific Lodge will maintain current, comprehensive NSPs that are specific, attainable realistic, time-limited and include short and long-term goals. As detailed above, we will maintain current NSPs with a document due list and review the list monthly in the program management meeting. To ensure the NSP is a comprehensive plan, we have obtained the most recent draft of the NSP of the County Training which contains a complete treatment plan including a plan for permanency, physical health, emancipation skills, specific treatment needs, visitation, functioning skills in education, socialization, emotional health etc. The NSP requires clear goals that are specific, achievable realistic, time-limited and measurable. August 2006 and biannual thereafter, Pacific Lodge will conduct a training on "measurable goals" for Case Managers and Therapists. This training will be conducted by the Clinical Supervisor who will utilize the NSP as a learning tool and review the treatment domains from which goals are to be developed. The training will include a review of the purpose of the NSP and its intention to coordinate treatment planning. NSPs will be reviewed and authorized by the clinical supervisor. The implementation of the NSPs will be reviewed in Program management meetings by the Associate Executive Director.

Educational and Emancipation Services

3. Pacific Lodge Youth Services management provide children with the opportunity to participate in emancipation and vocational programs.

Pacific Lodge Youth Services has a six-bed "Emancipation Cottage" and Work Experience Program that allows our residents to obtain independent living skills. What the Audit revealed for us was an underutilization of services attributed largely to a shortcoming in individualized treatment plans as identified earlier in the Audit recommendations and a reliance on the "Emancipation Cottage" for emancipation preparation.

Hence, the program management team has over the past several months, evaluated client access to emancipation preparation skills and work experience. Our task has been to expand emancipation preparation on all cottage programs and as appropriate per individualized treatment plans. Individualizing treatment via the NSP and case conference approach will affect this process. Management will ensure this is occurring through supervisions and participating in NSP case conferences. We have also begun to supervise and train our staff in an effort to create a thorough and comprehensive NSP that all staff can follow. Most recently, we have conducted trainings with treatment teams on how to teach emancipation skills in the cottage program, in addition to obtaining California IDs, birth certificates, etc.

Pacific Lodge has a Work Experience Program in which clients submit applications, participate in the interview process, and if suited for campus positions are hired. Clients receive a paycheck every other week and are offered ways to manage their money. Pacific Lodge also provides Work Experience Education courses. The course teaches

residents to search for jobs via print ads and the internet, filling out applications, creating cover letters, resumes, and resignations. Interviewing techniques and appropriate attire are also reviewed in the course. Video recorded mock interviews are also administered so that upon review, residents will be able to see their opportunities in the interview process. This program is supervised by our Special Program Coordinator and routinely discussed in weekly program management team meetings. Pacific Lodge Youth Services in conjunction with probation, school authorities, and parental consent are also making it possible for our youth to attend off grounds schooling like Pierce College and West Valley Occupational Center. This allows for residents to earn additional units and to explore various vocations.

In conclusion, the Associate Executive Director and CEO will continue to review these educational and emancipation services in our program management and senior management meetings.

Clothing and Allowance

4. *Pacific Lodge Youth Services management encourage and assist all children in creating and maintaining photo albums/life books.*

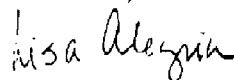
Management will ensure that photo albums/life books are encouraged by our staff and opportunities to create and maintain them are part of the clients' experience while at Pacific Lodge. Early in June 2006, our Director of Residential reviewed with all Cottage and Program Supervisors how the Life Book is introduced to the client and the practice of maintaining it. It has been identified that Life Books are provided to clients during the intake process, but our staff have not routinely expressed the significance of utilizing this opportunity with clients. This is due in part to a lack of awareness by our staff on the purpose of the Life Book and program materials to implement the maintenance of it. Therefore, we have revamped the practice of the Life Book from admission to the discharge process and will continue to examine quarterly in program management meetings, how we can support the staff in the implementation of the Life books.

The Life Book practice includes the following: the Cottage Supervisor on the Admission Cottage will train staff to introduce the purpose of the life book with materials and examples of its usefulness, (especially for clients within their first few days and weeks of being placed in out-of-home care). This training will begin in July 2006 and will occur every other month. The trainings are expected to encourage staff to share positive examples with one another of how the Life books are experienced by the client. The Director of Residential will ensure the trainings by reviewing them in supervision with the Cottage Supervisor and reviewing the training sign-in sheets as submitted to our Training Coordinator.

Upon transfers to other Cottages, Life Books will be encouraged as part of the cottage program and staff will assist clients by maintaining supplies, crafts, pictures, and appropriate miscellaneous materials for use on the cottages. Staff Representatives or ("Staff Reps") who are assigned individual clients on a Cottage will be expected to use "staff rep" time to work on, or share Life Books. All cottage staff are expected to respect the integrity of Life Book as a record of childhood memories. Regular in-service trainings will teach the practice of the Life Book at Pacific Lodge. The Associate Executive Director will ensure that the training calendar includes this training and that Life Books are discussed in program management meetings on a quarterly basis.

In addition, Pacific Lodge's Special Program Services will provide scrap book groups and supplies for clients and/or cottages as part of maintaining their life books. Special Program services will also support "staff reps" and/or other staff with materials and supplies that foster the maintenance of the Life Books. Therapists will also be encouraged to utilize life books as appropriate and incorporate the life book in therapy.

Submitted by:



Lisa Alegria
President & CEO